

9TH ANNUAL LEADING EDGE CONSORTIUM

Building Future LEADERS

Innovations and Trends in Talent Management

OCTOBER 18-19, 2013

RICHMOND, VIRGINIA

Chair: Jeffrey J. McHenry, Rainier Leadership Solutions

Organizing Committee:

Erica I. Desrosiers, Walmart
Michelle A. Donovan, Google
David H. Oliver, Frito-Lay North America

Robert A. Schmieder, Microsoft
Christopher T. Rotolo, PepsiCo
Suzanne Tsacoumis, HumRRO



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NETWORKING DINNERS, PRESENTED BY HOGAN

Networking dinners will take place Friday evening after our reception at a number of local restaurants. This optional event is an opportunity to join your colleagues for a relaxing discussion of topics of the day at a top Richmond restaurant.

The sign-up process was conducted online in advance of the consortium. Several slots are still available to sign up for during the consortium, but this must be done no later than noon Friday. Seating is limited, and you will be responsible for the cost of dinner. All restaurants are within walking distance, with the exception of Old Original Bookbinders, for which transportation has been arranged.

FROM THE CONSORTIUM CHAIR

Welcome to Richmond and the 9th Annual SIOP Leading Edge Consortium. This event promises to continue the consortium's fine tradition of high-quality and innovative programming in an environment especially suited for interaction.

This year we are pleased to present expert advice from top business leaders on talent management. I want to thank them for sharing their time and expertise with us. I would also like to thank you, the attendees, for sharing this experience.

A special thank you goes to the organizing committee: Erica I. Desrosiers, Michelle A. Donovan, David H. Oliver, Robert A. Schmieder, Christopher T. Rotolo, and Suzanne Tsacoumis. Their help in planning this event was invaluable. Finally, I would like to thank our sponsors for making this wonderful event a reality. I hope you will find this event to be entertaining and stimulating, as well as educational.



Jeffrey J. McHenry
Leading Edge Consortium Chair

To access the presentation materials, log in to <http://www.siop.org/lecresources/>
Full speaker bios are available at <http://www.siop.org/lec/2013/speakerlist.aspx>



To access the free WiFi, please find the
network name SIOP LEC 2013 and
use the password: quintela

What Is SIOP?

The Society for Industrial and Organizational Psychology is a division within APA that is also an organizational affiliate of APS. The Society's mission is to enhance human well-being and performance in organizational and work settings by promoting the science, practice, and teaching of industrial-organizational psychology. Towards this end, SIOP:

- Supports SIOP members in their efforts to study, apply, and teach the principles, findings, and methods of industrial-organizational psychology
- Provides forums for industrial-organizational psychologists to exchange research, insights, and information related to the science, practice, and teaching of industrial-organizational psychology
- Identifies opportunities for expanding and developing the science and practice of industrial-organizational psychology
- Monitors and addresses challenges to the understanding and practice of industrial-organizational psychology in organizational and work settings
- Promotes the education of current and future industrial-organizational psychologists
- Promotes public awareness of the field of industrial-organizational psychology

Thursday, October 17

4:00–8:30pm Registration, James River Foyer, Omni Richmond

7:30–9:00pm Welcome Reception, Potomac Room, presented by **logi^oserve**
The Ultimate Service Predictor

Friday, October 18

7:00–9:30am Registration

7:30–8:30am Continental Breakfast, James River Foyer

8:30–8:50am Welcome and Introduction

8:50-9:30am KEYNOTE ADDRESS: *Making Leadership Development Really Matter* (James River Ballroom)

We will examine the business case for investing in leadership development, including the relation between talent/leadership strategy and business strategy. To what extent are we helping meet the demand for effective leaders and can we improve? We will discuss this as well as our methods and focus.

Moheet Nagrath is a global business leader with broad, diverse experience and deep, proven expertise in leadership development ecosystems, people capabilities, and organization performance. Moheet has been successful as a leader, designer, and practitioner of large scale, systemic change ranging from vision and strategy to execution and results.

In his 30-year career with Procter & Gamble, Moheet has held senior-level positions in several different businesses and was in senior corporate executive roles for more than 12 years. In addition, Moheet's international experience has been shaped by working and living in 4 countries: the US, Japan, China, and India. As the Chief HR Officer for P&G for nearly 5 years, Moheet was responsible for business integrated, strategic priorities, and operational practices for all leadership, people, and organization aspects. The broad scope of the role covered approximately 130,000 employees in 80+ countries.

Moheet retired from P&G in early 2013 to set up his own global consulting business as well as teach, write, and provide thought leadership in his areas of expertise.



9:30–10:20am PANEL: *Leadership Development: A CHRO View* (James River Ballroom)

Marcia Avedon (Ingersoll Rand), **Elizabeth Kolmstetter** (US AID), **Holly Tyson** (Brink's), and **David Windley** (formerly Yahoo!)

A panel of four CHROs will share their views on the state of leadership in large organizations. What are the gaps organizations are facing? How well are our talent management and leadership development methods working? In what areas do they believe that talent and leadership professionals need to step up their game?

10:20–10:40am Break

10:40–11:25am PRESENTATIONS: *Assessments for Development: Trends, Learnings, and Applications* (Potomac Room)

The Role of Executive Assessment in Talent Management Today: Key Issues and Trends in Practice

Allan Church (PepsiCo)

Although assessment methods have been popular for decades, there is limited information describing how companies actually conduct and apply their assessments in talent management settings, particularly with high-potentials and senior executives. This presentation will discuss current issues and trends in executive assessment in organizations including highlights from a recent benchmark study of 84 top companies.

Senior Executive Assessment: Making It Practical; Making It Stick

Sarah Brock (Johnson & Johnson)

Although much is known about assessment methodology and how to predict future performance, there is little focus on implementation of assessment in the “real-world” and integration with other talent management practices. Organizations struggle with a practical approach to implementation that supports both decision making *and* drives critical development. A focus on practical considerations to ensure successful implementation of an assessment approach and desired impact are as important as the methodology, tools, and rigor of the assessment process itself.

Assessment and Development: Critical Connections

Jim Kauffman (Development Dimensions International)

The flattening and globalization of organizations coupled with increasing speed and business complexity continues to generate new challenges for leaders. Nowhere across the pipeline are these challenges felt more acutely than they are for mid-level leaders who must translate organizational strategy into operational reality. Leaders moving into these roles must quickly acquire and apply a whole new set of skills, and the resources needed to develop these leaders are often limited. All of this calls for (a) laser sharp development focus on the most critical skills and (b) development experiences clearly linked to business strategy.

11:25–11:45am LIGHTNING ROUND: *Creative Practices in Assessment* (Potomac Room)

Joy Hazucha (PDI Ninth House, A Korn/Ferry Company)

Jackie VanBroekhoven and Jocelyn Hays (Hogan Assessments)

Laura Eigel (Frito Lay)

Jana Fallon (Prudential)

Lightning Rounds presented by



What are some of the innovations and leading edge practices in assessment? That's the focus in this fast-paced session. Our presenters offer food for thought by contrasting the concepts of potential and readiness, exploring the role of derailers in predicting success criteria, sharing a comprehensive model of assessing potential throughout the organization, and using existing selection assessments to kick start development.

11:45am–12:45pm Lunch and Special Awards Presentation: HRM Impact Awards (James River Ballroom)

SIOP and the Society for Human Resource Management (SHRM) share a deep commitment to promoting human resource management (HRM) practices that contribute to the success of today's global work organizations, making them better places in which to work. Both Societies also share a belief that the way to improve practice is to publicize the best available evidence regarding the usefulness and impact of successfully implemented innovative HRM initiatives. The HRM Impact Award was designed with this in mind. Because of the high-quality applicant pool, the HRM Impact Award Committee was pleased to select 4 outstanding organizations to receive the HRM Impact Award this year. In addition, the committee also awarded one honorable mention. Detailed information on the award winners and honorable mention is available on the HRM Impact Award website at www.hrmimpactawards.org.

12:45–1:35pm PRESENTATIONS: *Leadership Development: Formal Development* (James River Ballroom)

Creating Breakthroughs in Executive Transitions

Michelle Egan (Deloitte)

Deloitte's Executive Transition Lab is a 1-day experience built to ensure new executives hit the ground running and thrive in new roles. The agenda focuses on the three most important resources an executive must manage: time, talent, and relationships. The Lab matches new executives with Deloitte partners with deep industry and functional experience, and culminates in a detailed action plan.

IBM's Corporate Service Corps: International Volunteering as a Springboard for Developing Global Leaders

Vicki Flaherty (IBM)

IBM's Corporate Service Corps will be examined as a model for creating formal employee leadership development experiences that address critical business challenges in a strategically aligned way. Diverse teams grow their leadership competencies by working on projects that grow healthy businesses and communities in emerging markets. Discussion of key program design elements such as volunteer participant preparation and outcomes will be encouraged.

Virtual Reality and Leadership Development

Randy Hill (Inst. for Creative Technologies)

Advances in simulation technologies now make it possible for leaders to acquire experience by practicing virtually before they meet reality. This presentation will cover how virtual humans act as role players in real world scenarios where leaders practice their interpersonal skills through life-like conversations and interactions with them.

1:35–1:55pm LIGHTNING ROUND: *Creative Practices: Formal Leadership Development* (James River Ballroom)

Christine Corbet (Right Management)

Heidi Glickman (IDEXX Laboratories)

Anita Jensen (Catholic Health East)

What are some ways to accelerate the development of your leaders? How can development planning and more explicit linkage of development to business needs increase the impact of your development efforts? Be ready to be challenged by these innovative ideas in a quick-paced format.

1:55–2:55pm PRESENTATIONS: *Leadership Development – Learning Through Job Experience* (James River Ballroom)

Learning to Learn the Lessons of Experience: How J&J Uses Design Thinking and Immersive Experience to Drive Leader and Enterprise Growth

Mike Benson (Johnson & Johnson)

At Johnson & Johnson, we are focused on ensuring the lessons of experience are actually learned. Our approach merges design thinking and an “outside looking in” approach with immersive, in-market experiences to push leaders outside their comfort zone while ensuring they develop individually. The presentation will focus on the key elements of the new approach and lessons learned.

Friction Makes the Sparks: Better Learning Through Challenge, Conflict, and Creative Collisions

David Peterson (Google)

This session examines the proposition that the most important and enduring learning for leaders comes exclusively through challenge, conflict, and struggling with complex, ambiguous, random, and diverse ideas and experiences. Focusing on the positive, teaching through sound bites, and contrived learning experiences are actually inoculating leaders against the profound lessons they need to learn.

Experience-Based First-Line Manager Development

Mary Plunkett (Carlson Companies)

This presentation will describe the design, implementation, impact, and learnings of a global first-line manager development framework. In contrast to more traditional first-line manager training programs, this systemic intervention leverages the first-line manager’s daily experiences, challenges, peer coaching, feedback, and networking through “continuous learning groups.”

Driving Behavior Change Through Social Media

Claudy Jules (Accenture)

Changing the behavior of ourselves is hard. Changing an organization’s behavior with speed is harder. Today, the space where behavior change happens includes virtual ones such as social media. In this brief, I discuss the 30-day challenge, a behavioral intervention of micro-actions that gets new behaviors “in the muscle” to deliver immediate action.

2:55–3:15pm Break

3:15–3:35pm LIGHTNING ROUND: *Creative Practices: Learning Through Job Experience* (James River Ballroom)

Mark Kizilos (Experienced-Based Development Associates)

Arlene Green (Frito-Lay, North America)

Rob Schmieder (Microsoft)

Do your aspiring leaders have a learning mindset? Learn more about the FrameBreaking model and how it helps to reach potential faster. We’ll also present two critical experience models and tips to implement a similar approach in your organization. We’ll also explore using talent pools to enhance succession planning.

3:35–4:35pm PRESENTATIONS: *Leadership Development: Learning Through Others* (James River Ballroom)

Lessons From Training Leaders for Complex Global Military Operations and Their Application to the World’s Largest Retailer

James Cameron (Walmart)

Walmart is a complex business with enormous growth targets and continuously growing need for leaders who can operate with quality execution and adapt to changing customer needs and evolving environments. This session will describe a unique development program for future leaders, leveraging lessons from the military and “leader as teacher” approach.

From Captains to Coaches

Bob Thomas (Accenture)

The experiences that teach the deepest leadership lessons rarely announce their arrival and coaches are rarely available in sufficient numbers to meet the demand for learning in the moment. In this brief talk, I discuss an innovative approach taken at India’s Tata Group to train leaders to be highly effective coaches in the context of everyday work.

Coaching Senior-Level Women

Anna Marie Valerio (Executive Leadership Strategies)

Developing women leaders is a priority as organizations understand the impact of the contributions of women leaders on the success of the organization. The presenter will discuss how executive coaching accelerates the leadership development of women leaders and enables talent management professionals to move them through the leadership pipeline into key management roles.

Learning From Others After the Learning Event Is Over

Arlene Green (Frito-Lay, North America)

One way to drive learning is through the advent of learning communities. This session will cover two methods for encouraging learning from others after the learning event is over: event learning communities and MOOC (massive open online course) approaches that are common in education but can be applied in business.

4:35–4:50pm LIGHTNING ROUND: *Creative Practices: Learning Through Others* (James River Ballroom)

David Peterson (Google)

Mary Plunkett (Carlson Companies)

Are some developmental relationships better handled through technology? Can we effectively teach people to be self-directed learners? This session will also give you a chance to hear about an innovative experiential approach to building executive's coaching abilities. This session will describe an experiential approach to strengthening executives' coaching capabilities.

4:50–5:00pm Closing Remarks

5:00–6:30pm Reception (Magnolia Room, Lobby Level)

6:30–9:00pm Networking Dinners (Optional dinner event at local restaurants). Presented by



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Saturday, October 19

7:30–8:30am Continental Breakfast, James River Foyer

8:30–8:40am Welcome (James River Ballroom)

8:40–9:40am PANEL: *Building Talent Mindset*

Allan Church (PepsiCo) and **Michelle Donovan** (Google). Moderated by **Lorraine Stomski** (Aon Hewitt)

Peter Drucker once said “culture eats strategy for breakfast.” Most talent management professionals can likely relate to this. This panel will feature experienced practitioners who will share their experiences and lessons learned on how to build a talent mindset in an organization. These insights should be valuable to any talent professional implementing solutions requiring the support and cooperation of the organization.

9:40–10:00am Break

10:00am–12:00pm Networking Group Activity (James River Ballroom)

12:00–1:00pm Lunch (Potomac Room)

1:00–1:45pm PRESENTATIONS: *Leadership at the Top of the Organization* (James River Ballroom)

Coaching for the C-Suite

Sandra Davis (MDA Leadership Consulting)

Sandra Davis, who has 30 years’ experience coaching CEOs and C-suite leaders, will describe some of the unique challenges that CEOs and other C-suite leaders face as they onboard into and perform their jobs. She will share what she has learned about how to provide effective coaching support for these leaders.

Inspire–Respect–Reward, A New Crowd-Sourced Leadership Framework

Jack Wiley (Management Consultant)

Research reveals that top leaders who provide employees with what they most want benefit from higher customer satisfaction and greater financial returns. This session will present linkage research findings and outline the new *Inspire–Respect–Reward* framework, which has been designed to drive leadership development success.

1:45–2:30pm KEYNOTE ADDRESS: *Deriving Insight From Data: An Analytics-Driven Approach to Talent Management* (James River Ballroom)

The world of I-O psychology is expanding: Our scope, data, and most importantly, organizations’ appetite to use science to make decisions. In this presentation, Welle will describe the journey of Google’s People Analytics team, and the variety of research methods and data —big *and* small—that enrich Googlers’ lives.

Brian Welle, a member of Google’s People Analytics team since August, 2006, has conducted research and designed programs that strengthened Google’s HR initiatives. He currently leads a team of analysts that has three main goals: (1) guide Google’s talent management, learning programs, career development, and diversity practices through the strategic use of data; (2) launch surveys that take the pulse of the organization, including the annual employee opinion survey, and empower clients to act on the results; and (3) conduct basic HR research through the People and Innovation Lab (PiLab), an internal HR think-tank focused on understanding (and improving!) manager effectiveness, employee health, and innovation. Prior to joining Google, Brian was a research director at Catalyst, a nonprofit consulting organization specializing in diversity, and was a postdoctoral fellow at Harvard’s John F. Kennedy School of Government. He holds a PhD in industrial and organizational psychology from New York University.



2:30–2:50pm PANEL: *Leadership 2020* (James River Ballroom)

What will be the hot talent and leadership topics we’re discussing in 2020? What leadership issues that we are paying little or no attention to today will loom large in our work in 2020? Fearless forecasters will make their predictions.

2:50–3:00pm Closing Remarks (James River Ballroom)

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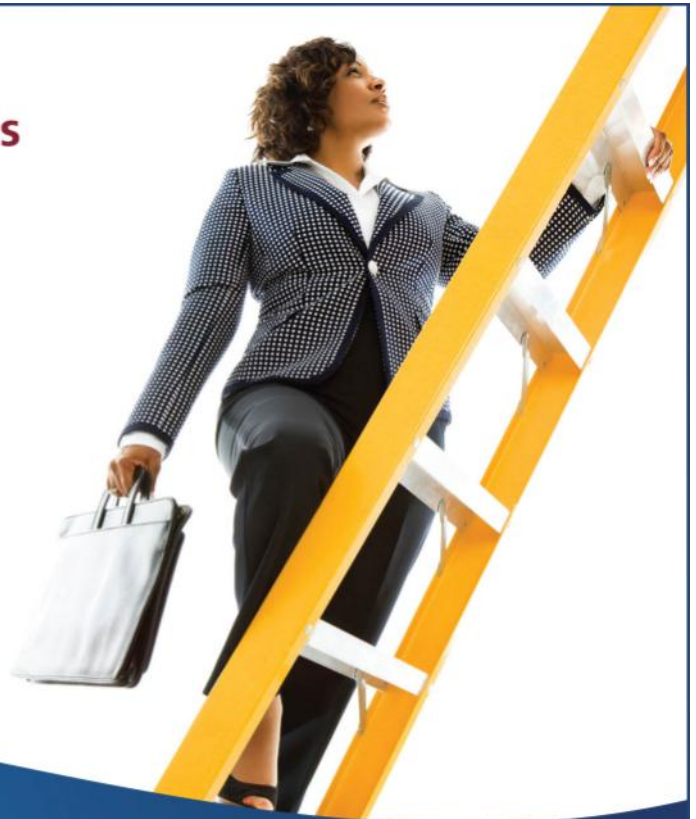
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LEC 2013 Resource Guide

Building Future Leaders: Innovations and Trends in Talent Management

SIOP thanks Tuyen Tran and Dr. Deborah DiazGranados of Virginia Commonwealth University for preparing this list.

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